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THE PROCESS OF RECRUITMENT AND SELECTION IN COCA-COLA INDIA

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Abstract

The research is based on the process of Recruitment and Selection of Hindustan Coca Cola private limited. This is to understand the impact of the above mentioned process and its effectiveness.

The data gathered through questionnaires which were filled by the employees of Coca Cola India states that there are many ways through which company attracts new candidates to participate in the interview process. To know whether the employees of the company are satisfied with their job and the salary package offered to them by the company. For the company to realise the reasons for which their employees can leave the job maybe for work pressure or no growth opportunities, etc. Another aim is to know whether the deserving employee is performing the right task or not. This will enable the researcher to understand the process of recruitment and selection better.

The main limitation of this research is that the primary data collected through questionnaire is only employees' perspective about the recruitment and selection process not the employers. If both employees' and employer's perspective could have been known it would have given a clear understanding of the process.

Declaration

This work is original and has not been submitted previously for any academic purposes.
All secondary sources are acknowledged.

Signed: _____

Date: 3rd November, 2011

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1.1 Background to the Research

1.1.1 Human Resource Management is a vast term. It comprises of training, recruitment, discipline, employment legislation, reward systems, development, selection, etc. Human resource management believes in flexibility in completing a given task as suggested by Wilson (2005). The dynamic process of inflow and outflow of people within any organisation is to be matched with the requirements of the organisation in function and this is generally regarded as recruitment and staffing. Recruitment and Selection is a crucial part of human resource management. The process of selecting right candidate for a particular position is known as recruitment and selection. In 1999, Rosenfeld *et al.* supported the fact that it is up to human resource according to the financial conditions of the organisation whether to pay more to an experienced new employee or to pay less for an inexperienced employee and give him/her training. As observed by Barber (1998), *“Recruitment is the activities/practices carried out by a firm with the main purpose of identifying and attracting potential employees (Barber 1998 : 5); enables selection of the most suitable i.e. paring down of the potential employees which is known as selection. The performance of the organisation needs an optimum combination of motivated employees with proper talents and capabilities at best cost.”* (as cited in *Strategic Recruitment and Strategic Selection, Leading and Managing People, Tutor Kate Black, University of Chester*)

1.1.2 The world’s largest beverage company is the Coca-Cola Company which was set up in 1886 headquartered in Atlanta, Georgia, United States having consumers in over 200 countries. They re-launched in India in 1993 as Hindustan Coca Cola Private Limited (HCCBPL) which is the leading beverage company of India. It manufactures and promotes various beverages which are branded like Coca-Cola, Minute Maid, Fanta, Nestea, Kinley, Diet Coke Thums Up, Georgia Tea & Coffee, Maaza, Limca, etc. In order to market their products they have made environmental policies and make usage of energy saving methods. The Coca-Cola Company invested nearly INR 5,500 million in India

in order to establish bottling plants in Karnataka, India. Being one of the associate sponsor of Delhi Daredevils in Indian Premier League their marketing strategy has reached social networking sites like Facebook (having over 33,833, 491 followers), Twitter, Orkut, You Tube, Flickr, etc. They have become the most popular and biggest selling soft-drink company.

1.2 Research Question

Research Aim:

The aim of this research is to find the level of satisfaction and job security of the employees selected with the procedure of recruitment and selection process in Coca-Cola India. For the Human Resource department to realise the unfavourable causes which lead to employee job insecurity/dissatisfaction hence leading to a higher rate of employee attrition. To identify the reasons by which interest can be generated in the candidate and their attention can be drawn towards Coca-Cola India's recruitment and selection process and increase the number of candidates in the recruitment and selection process. Also to know the employees view whether worthy candidates are performing right job according to their talent and qualification and to see the level of satisfaction of the employees with their compensation package. Finally, gathering of all relevant data and prepare an appropriate research analysis project about the recruitment and selection process.

1.3 Justification for the Research

Most of the entrepreneurial firms make usage of various recruitment strategies on the basis of their development stage. Coca-Cola, India being the top-most beverage firm uses many attractive advertising tactics for their recruitment and selection process. Being a high branded company many candidates strive just to get a chance of interview with this company but recruiting a suitable candidate for a particular position is important but more important is employee satisfaction, lowering down the attrition rate so that the reputation of the organisation and the brand name stays high and does not suffer any loss. Employees getting recruited should be given good atmosphere to work in as well as human resource department should make sure there is good relationship

between the employees and the company so that it is easy and they are in their comfort level and can discuss any matter related to pay, development of the organisation, appraisal, etc. Therefore, the main part of this study is to analyse the procedure of recruitment and selection in Hindustan Coca Cola private limited and their main strategies of recruitment and selection.

Recruitment and selection is basically attracting, searching and selecting qualified candidates for a particular job. Recruitment and Selection can be for various kinds of vacancies like part-time, full-time, temporary or permanent or on contract. The process of recruitment and selection consists of making job description of the position hiring for, then advertising vacancies through job portals, company website, now-a-days it is through social networking sites like Facebook, Twitter, etc., employment agencies, newspapers, employees, in-house advertisements, etc. then searching for the desired candidate through head-hunting, job portals, through incoming applications, internal and external references, etc. Thereafter, sourcing and screening of applications received of the candidates as per company requirement and short-listing them by conducting telephonic interview round and explaining them the job profile and about the company business therefore, short-listing the candidates for the face to face interview which has different levels and rounds in different firms resulting in the final selected candidates.

1.4 Methodology

The base of this research will be both qualitative and quantitative data:-

- Primary Data: Interview with company employees which represents the qualitative data. This will enable this research to gain momentum and have clear answers to the questions mentioned in this research above. It will be first hand data collected from the employees through questionnaire.
- Secondary Data: Use of secondary data will be through journals, newspapers, company website, books and other online sources which contribute to the quantitative data as well as qualitative data. The information compiled from these sources will ensure a clear understanding of this project.

Thus, a combined approach of both primary and secondary data has been used in this extensive research. This is a descriptive kind of research consisting of survey through the method of “Questionnaire Method” with the employees of Hindustan Coca-Cola private limited. This method has been adopted for accomplishing this research by compiling the data collected. It is a combination of close ended, open ended and multiple choices. Questions mentioned in the questionnaire are based on the process of recruitment and selection of Coca-Cola, India. The methods used for recruitment by the company through which these employees got attracted and got opportunity to work this reputed organisation.

1.5 Outline of the Chapters

On the completion of all the study and research, this study has been divided into six chapters, below mentioned are the same:-

Chapter 1 – This chapter is an introductory chapter. It provides a summary of the other chapters and the background of research, the research aim, methodology, etc.

Chapter 2 – Chapter 2 debates about the different ideas and concept of the process of recruitment and selection in Coca-Cola Company based in India.

Chapter 3 – This chapter basically deals with the research strategy been used in this study or the Methodology.

Chapter 4 – This chapter explains the key findings done for this study which are interviews with the employees of Hindustan Coca Cola private limited centred in India.

Chapter 5 – This chapter basically deals with the conclusions drawn from the findings and justifying the entire research made on recruitment and selection.

Chapter 6 – Recommendations and suggestions are proposed in this chapter about how the process of recruitment and selection be improved in Coca Cola, India.

1.6 Definitions

To understand the process of recruitment and selection better, the company chosen is Hindustan Coca-Cola private limited (New Delhi, India). This research aims at understanding and analysing the different methods used in both recruitment and selection process.

1.7 Summary

This introductory chapter gives a brief summary of the human resource management's one of the crucial process i.e. recruitment and selection. It explains about the main aims for this proposed study and the thereafter the methods used for the research done which is included in the methodology chapter. It briefly explains about other chapters as well.

2.1 Introduction

This chapter is to understand the HR strategies in terms of the process of recruitment and selection in the topmost beverage company in India i.e. Hindustan Coca-Cola private limited. Also to view the basic problems faced by Coca-Cola Company while recruiting and selecting staff in India from their head office based in United States. Recruitment and selection is a critical feature of human resource management therefore different methods of recruitment will also be highlighted. It is very evident to see the recruitment and selection process becoming important to all the organisations across the world. Its effectiveness is vastly mentioned in this literature review. Human resource management has essentially developed from ‘industrial relations’ and ‘personnel management’. An organisation expects a justifiable return which is equivalent to the efforts made by their employees. The main motive for the human resource is to maximise the value gained by the hard work of the company employees (Rosenfeld *et al.*, 1999).

As noticed by Beer, *et al.* (1985), Caruso (1992), “*From the perspective of the company, employees are regarded as ‘social capital’*” (as cited in Rosenfeld *et al.*, 1999). Human resource should make sure that they recruit only sufficient number of employees according to the work to be fulfilled. They should encourage a mix of employees from different regions with qualifications. The management of labour market internally within the organisation is also crucial. Also should encourage adequate turnover in order to minimise the layoffs and generate new openings (Legge, 2005). When the organisation is going through its bad time it is necessary for the human resource to plan and provide workforce reductions and also to reallocate the employees. As observed by Albrecht, M. H. (2001), building up a global workforce always starts with recruitment process.

2.2 Understanding the concept of Human Resource Management

Human resource management's core area is recruitment and selection (French, 2007) and it is very crucial for an organisation's successful functioning (Pilbream and Corbridge, 2006). As per Wilson (2005), in human resource management, training and development, performance management, selection and reward management are the key features. Human resource management believes in the growth of the firm as well as the employees and having effective communication by ignoring differences with the employees and giving them information regarding the company's progress. Human Resource Management is abbreviated as HRM and the activities carried out by the HR team are Recruitment, Compensation and Training which can be classified as three main activities of HRM:-

➤ Personnel Management

- Staffing & Assortment.
- On Site Penal, Discharge, Dismissal, Argument resolutions services.
- Demonstration at Judges and Trials.
- Agreements of occupation.
- Employee manual.
- Rules and actions e.g. Restraint, Grievance & Harassment.

➤ Preparation & Improvement Management of employees

- Fitness & Safety Defiance.
- Social Reserve Defiance.
- Message Services.
- Labour-intensive Management.
- Consumer Facilities.

➤ Health & Safety Consultancy

- Wellbeing & Safety Risk Assessment.
- Wellbeing & Safety Statements.
- Wellbeing & Safety Training e.g. - Maltreatment & Aggravation policies & procedures, Health & Safety Compliance, Labour-intensive Handling Exercise.

The above points can be classified into many points. Personnel management can be referred to with many terms. The main work of the HR Department is to Recruit, Select, Manage the employees, look after the compensation, look after the Health and Safety of the employees and also give consultancy options for the employees for their grievances, Training them appropriately for the positions which will be vacant in the organisation. The HR department also gives the employees the opportunities for growth and train them accordingly for being future managers for the betterment of the organisation.

Personnel management and human resource management are two different terms. They distinguish a lot. The differences are as follows:-

- Where human resource management is a long term plan and is focused to proactive strategic management; the personnel management is short term and reactive.
- Human resource management aims mainly at commitment whereas personnel management focuses on obedience.
- Personnel managers are controlled externally where human resource management have self-control.
- Human resource management maintain unity with the employees of the organisation however personnel management remains pluralist and have less trust on employees.
- In personnel management, bureaucracy prevails whereas there is flexibility in human resource management.
- The personnel management is considered as specialist whereas the human resource management are highly incorporated in management.
- HRM lays stress on maximising human assets whereas cost minimisation is the one of the main motive of personnel management.

There are two major terms used in human resource those are Best Fit and Best Practice. These are very different from each other as mentioned below:-

<u>Best Fit (Hard PM)</u>	<u>Best Practice (Soft PM)</u>
Highlights business goals	Highlights employees
Aims are accomplished through control of employees	Aims achieved through commitment of employees
Employees are a cost to be decreased	Employees are an strength to be invested
Huge action Functioning	Authorization - inventive working
Small term	Prolonged term
Workers do not get encouraged	Workers get encouraged
Aim Oriented	Humanistic
No Employment Safety	Employment Safety

Table 2.2 – Difference between Best Fit and Best Practice

2.3 Human Resource Strategy

As observed by Muller-Camen *et al.* (2008), the term ‘Strategy’ is selecting a way or path by an organisation to achieve its goal which is compiled with the business objectives of a company. There can be two kinds of strategies adopted by the organisation through human resource; one is the ***People Strategy*** and another one is the strategy used by the human resource itself known as ***HR Functional strategy***.

The people strategy enables the organisation to fulfil its mission by achieving its goals and maintains competitive advantage. In order to explain people strategy processes like PEST and SWOT can be used. The business strategy is the key driver for the people strategy and the people management’s guiding principles and beliefs, also the internal and external factors affecting the organisation. The people strategy can also be divided into three parts: - a) ‘Continuing’ which means continuing the policies and procedures which are useful in accomplishing the objective in people management; b) ‘Proacting’ which refers to taking steps by initiating which will support business aim; and c) ‘Reacting’ which denotes responding to problem in order to solve those issues which act as a barrier in companies progress. The people strategy can also be sub divided into

various categories like learning and development, organisation and culture, communications and employee relations, reward and recognition, resourcing and human resource policies.

The HR functional strategy is basically how it should organise itself and make use of its resources. It deals with developing own in-house resources. Nothing should be done by human resource in isolation. People management is nothing but an acquired partnership between human resource and the managers. PepsiCo Inc. formed in 1965 is the major global competitor of Coca-Cola Company even in India. Though Coca-Cola stated that in UK, main competitor is Robinsons instead of PepsiCo. Having many local as well as international competitors, Coca-Cola should strive to make their human resource strategy stronger and focused. The core of human resource strategy is recruitment, deployment and departure of employees (as cited in Rosenfeld *et al.*, 1999). The human resource strategy emphasises on the organisational strategy. Their main aim is to lay stress on the commitment instead of compliance.

2.4 Understanding the process of Recruitment and Selection

Human resource management believes in the growth of the firm as well as the employees and having effective communication by ignoring differences with the employees and giving them information regarding the company's progress. Their plans and strategies are integrated with the business objective of the organisation. Human resource's fundamental strategy is to maintain and strengthen the human capital base, also whether the employment decision taken is positive or negative, the workforce quality overall, and the motto remaining the same "*if you cannot change people, change the people.*" Majorly the ineffective recruitment and selection is related to the *people problem*.

As mentioned by Cascio in the year 2005, "*Recruitment is generally treated as a one-way process i.e. organisations searching for prospective employees and this approach is known as Prospecting Theory of recruitment.*" (pp.259). Recruitment is generally a deficient relation of selection. The main attention is grabbed by the selection process. The failures made in the process cannot be swept over by selection techniques. One of the early famous writers, Taylor (1911) suggested that the process of selection is very important and mentioned "*The best man for the job*" (as cited in Bach *et al.*, 2000,

pp.111) though it may not be acceptable these days. A position can be vacant for many reasons such as employee has taken maternity leave, promotion or transfer of an employee, long holiday, sick leave, terminated, left the company, etc. Therefore, accordingly candidates are hired; some for temporary basis, part-time, full time, and casual work, permanent, contract basis, etc. As suggested by Marchington and Wilkinson (2008), human resource management generally faces criticism because it cannot fully satisfy business success criteria as well as for employee well-being. Judgement is done by a selector which is provided by recruitment. Human resource management focuses on long term relationship and commitment with the employee.

Majorly, there are two different types of recruitment methods generally used by the employers:-

- External Recruitment Methods

The external labour market is used in this approach.

- I. Closed Searches:

- i. *Word-of-mouth*: Spreading the vacancy news through word-of-mouth to friends, family and others.
- ii. *Links to schools, colleges and universities*: Spreading information in schools, colleges and universities by announcements and notice boards.
- iii. *Recruitment agencies*: Hiring recruitment agencies to search and deal with the candidates in the initial round of interviews. This method is a solution if the employer is getting insufficient applications or else too many unsuitable candidates.

- II. Responsive Methods:

- i. *Speculative applications*: Distributing applications for various vacancies.

III. Open Searches:

- i. *Local newspaper advertisement:* Placing ads in the local newspapers enables the potential candidate to approach the employer for the particular position in that local community.
- ii. *Ads in specialist press:* Placing adverts in specialist press is like special job newspapers.
- iii. *Job Fairs:* This enables candidates from local communities to come and participate in the fair and apply for their desirable post.
- iv. *Walk-ins:* Through ‘word-of-mouth’ or any job-seeker wants to apply can come in and ask if there in any vacant position in that particular company.
- v. *National newspaper adverts:* Mainly multinational companies use this method in order to spread the news to the whole country so that they receive many applications from candidates which enables them to screen and find best and potential candidate.
- vi. *JobCentre Plus and predecessors:* Individuals generally approach to JobCentre Plus to get immediate response as the job vacancies on job portals are sometimes invalid or expired.
- vii. *Employer’s website:* The most common method used by various companies is publishing on their own company website. The best and the direct way of communicating with the candidates and getting direct responses.
- viii. *Radio or TV adverts:* TV commercials and announcements on radio are also affective way of spreading the news.

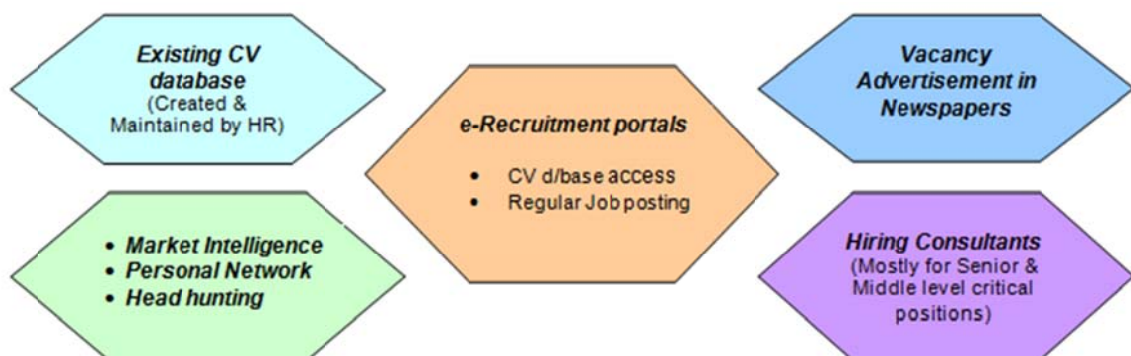


Figure 2.4.1 – Recruitment Methods

- *Internal Recruitment Methods*

Since the time of rationalisation the internal recruitment method has been used. Vacancies can be filled by analysing employee talents and improvement and then redeploying them from one position/department to another. This motivates the employee and enables their future growth in the organisation as well as helps the organisation by being cost-effective and not wasting time in hiring recruitment agencies and giving advertisements. This lowers the attrition rate as well. In order to nurture the talents of the employees within an organisation, employees are selected through the process of IJP (Internal Job Posting).

Figure 2.4.2 – Forces in Online Recruitment

Source: Galanaki, 2002

There are some selection methods which are popularly known and use for managerial staff are:-

- Interview Panel
- Application forms
- Assessment Centres
- One-to-one Interviews
- References
- Biographical Data (CV/Resume)
- Psychometric test
- Graphology

INTERVIEWS

Interview is the most vital part of the selection process. According to Fletcher (1988), *“An interview is a meeting of two people, face to face, to accomplish a known purpose by discussion”* (pp.9).

An interview basically aims in the following:-

- a) Support in the procedure of choosing desired candidates for the vacant positions.
 - Notifying the deserving candidates about the work.
 - Deciding which applicant will be the most suitable for the required position and predict whether he will be willing to do the desired work.
 - Influencing the applicant chosen to accept the job offer.
- b) To inform all the candidates both selected and the rejected ones about their success or failure in a manner in which the company image does not get spoiled and the process of selection was fair.

There are many phases in the recruitment process (as cited in *Strategic Recruitment and Strategic Selection, Leading and Managing People*, Tutor Kate Black, University of Chester):-

- a) ***Pre-Recruitment Phase*** – Determine scale and timescales of the project undertaking; decide whether more employees are to be recruited or the existing workforce can meet the demand by increasing flexibility of work; in order to

develop strategy liaising with other stakeholders may be essential; agreeing with the employment packages prepared and to which extent the compensation packages can be negotiated can be decided, also consenting with the contractual details, etc.

- b) **Key Recruitment Activities** – Analysing job and preparing recent an accurate job description; deciding the key recruitment method whether internal or external; determining the method of communication to be used, specifying standards and ideal candidate specification, etc.
- c) **Key Selection Activities** – Establishing competency statements and frameworks, determining the approach to be used for the process of selection and the shortlisting criteria; while decision making in the selection process, building checks and safeguard measures; documenting the selection criteria as well as applicant's profiles in order; training staff in interview, questioning and taking feedbacks, etc.

Figure 2.4.3: Recruiting yield pyramid – engineering candidates

Source: Hawk (1967) cited from Cascio et al., 2005 (pp.262)

- d) **Post-Selection Activities** –Reference checks and other evidences which are relevant; if necessary, implement employment eligibility and medical tests for the candidate; preparation of employment offer letter documents for the

candidate selected; filing the profiles of the rejected candidates who may be suitable for a different position in the organisation; informing the rejected applicants through e-mail or post and giving them feedback which maintains a positive impression on the unsuccessful candidate about the company.

2.5 Issues faced by Coca-Cola Company

According to Rosenfeld *et al.* (1999), there are various issues which an international organization like Coca-Cola Company generally faces while starting their business in some other country, some of which are majorly related to recruitment and selection are:-

i. Staffing International Operations

- Knowledge of the local operating criteria is also a critical problem.
- Local personnel incentives.
- Cost of transferring managers from the home company.
- Legal Restrictions in the other country
- Control
- Long-term Focus/Plans of the organisation while setting up their roots in the other country.
- Management Development

ii. Global mobility of personnel

- Local Prejudice
- Technical Competence
- Repatriation

iii. Recruitment, Selection and Training

- Recruitment of candidates who are highly expertise is difficult.
- Cross-Cultural Ability
- Training Compensation in other countries.

Another issue faced by Coca-Cola is that they no longer only check the job profile and the experience but they need a diverse, multi-skilled, flexible workforce who can work

together as a team. While interviewing, now-a-days, more focus is on the person's attitude towards team work and adjusting capabilities.

As extracted from Albrecht, M. H. (2001) above mentioned points which Coca-Cola Company had to take into considered while planning to set up Hindustan Coca-Cola private limited (India) can be summarized as:-

- a) The main purpose and general information about India.
- b) Preparing relocation
- c) Relocation to host location
- d) In order to sustain standard of living allowances are to be considered.
- e) Leave.
- f) Allowances for education for the children who are dependent.
- g) Benefit coverage.
- h) Tax policy applicable.
- i) Succession plan.
- j) Termination agreement.

These facts were considered by Coca-Cola Company while developing their international human resource policy for Coca-Cola, India.

2.6 Importance of the Process

As observed by Smethurst and Hardy (2004), even after being more than 12 million online job seekers as online recruiting sites have come up, still the most popular method of selection i.e. face-to-face interview remains in demand in terms of decision making especially for higher positions. The process of recruitment leads to selection. Promotion of the employees is also a kind of employee selection. If the process of recruitment is weak it is possible that the recruited person may not necessarily perform his task well, though this performance issue can be sorted by giving effective training to the newly joined employee. But in order for the individual not to lose his enthusiasm and get demotivated and also for the organisation to save time, effort and minimize the cost, effective recruitment is essential. It is very crucial for the selector to select a candidate who can meet the job criteria and requirement of the company, in whom the company can see their future employees. Therefore, this process of selection is very

important otherwise it may lead to waste of time and money spent on recruitment process as well as selection process and training of the employee, loss of valuable resources, accidents, also a chance of selecting a better employee, etc. This means the recruitment process is equally important in order for a successful recruitment process. Otherwise it may bring about heavy loss for the organisation. The quality and quantity of employees should not be less than what the organisation requires otherwise human resource system will not be effective.

The basic motive of selection is to equalise employee with work. Work can be of different type in environments like physical, social or economic. It is important to select candidates according to the work load and time flexibility in today's world as flexibility is the one of the first major plus point seen/tested in the candidates while interviewing. The importance of recruitment is that the organisation will receive many responses from candidates but it is the responsibility of human resource to search for the right candidate suitable for a particular position. Also stability in any organisation is the biggest issue. While interviewing any candidate, stability criteria must be checked may be through his profile as in the number of companies changed till date. Always job analysis is essential to get clarity in the job description.

Job Description

As discovered by Muller-Camen *et al.* (2008), job description is used as a base for the human resource to clearly determine personal attributes and candidate specification for the job which are written in the person specification. The advertisement placed for the job vacancy should mention the job duties as well as the specification of the candidate desires for that position. Fletcher (1988) suggested that a job description basically includes of the following mentioned information:-

- Title and background
- Terms of contract
- Compensation package
- Duties of the position vacant and advertising for
- Pros' and cons'
- Training, promotion and other contract details

Vigilant recruitment is essential for any organisation.

- A lot of candidates are expected to apply for the vacant post advertised for.
- There will be difference in the candidate's performance.
- There is always a predictable average stay of the newly hired employee.
- A number of people can be recruited.
- Hazards connected with the appointment
- The process of recruitment and selection is costly.
- It is tough to terminate the employees already hired in the company.

As noticed by Muller-Camen *et al.* (2008), the organisation should internally supervise the recruitment agencies hired so that only suitable candidates' applications are short-listed. Even if there any limitation in the recruitment and selection process it can be sorted out by giving effective training to the newly selected employee so that it may enable them in taking right action, increase productivity and take appropriate decisions and satisfies legislative requirements. Only if the recruitment and selection and induction process is effective, the organisation will have the best talented employees who can grow within the organisation and fulfil the business objectives of the organisation. Therefore, key to business success is effective recruitment. It is important in order to bring the right individual's forward for any and every job requirement. The process of selection enables an employer to assign the most suitable individual for occupation for a particular vacancy. Selection is the employment of a candidate who has the best match to the vacancy he applied for.

2.7 Factors affecting Selection process

Muller-Camen *et al.* (2008) & Rosenfeld *et al.* (1999) pointed out the factors that influence the interviewer's evaluation (Taylor, 2005). Mentioned below are the potential sources that may affect an interviewer's evaluation of candidate:-

- *Effect of Expectancy*

A good application form / resume of a candidate may give them an advantage wherein the interviewer may expect or may judge the performance of the individual in the interview process and may confirm the preliminary expectations of the interviewer.

- ***First Impressions***

The initial moments of interview can also have a long-lasting effect on the interviewer which may still be the same at the time of final outcome. It can be either positive or negative.

- ***Categorizing***

This may happen when the interviewer evaluates the candidate on the basis of his/her personal understanding, this is also known as stereotyping; For e.g.: ethnic group, blacks, etc.

- ***Good and Bad Effect***

Generalising about the candidate's performance, as good or bad by the interviewer in an organisation is the example of good and bad effect. This is also known as *Halo and Horn Effect* (cited in Searle, 2003).

- ***Contrast Effect***

The interviewee may be compared or distinguished with/from other applicants. It may be difficult for the interviewer to avoid this comparison or differentiate.

- ***Softness and Roughness Effect***

The tendency of the interviewer in which he/she judges the candidate's act favourably or unfavourably can be called as softness and roughness effect.

- ***Undesirable Information Partiality***

This may take place when negative information gains more limelight in the conversation than any other favourable information. The undesirable matter is weighted more while the interview process which may lead to unfavourable partiality.

- ***'Similar To Me' Effect***

This may occur when the interviewer feels the interviewee similar to himself. This creates favourable biasness towards that candidate which may affect the final decision to be made.

2.8 Factors leading to Successful Recruitment and Selection

It is not an easy task for any multi-international company to achieve success in the process of recruitment and selection as there are various criticisms faced by the human resource department whenever there is a problem with the employees' performance or something else. As mentioned by Bilsberry (1996), "*Having the right person in the right job at the right time is therefore critical to success*" (as cited in Muller-Camen *et al.*, 2008, p.142). Always the responsibility is on the recruitment team as to what kind of candidates are being chosen. Many times, questions are raised such as whether the candidate has potential and is capable or not for the desired position, have enough experience or are qualified enough, etc. This is deep focused process is very difficult as well as very vital for any organisation to performance to the best of its capabilities. There are several factors leading to successful recruitment selection, most important of which is personality which acts as supplementary predictor of job performance. Secondly, while conducting interviews and advertising for vacancies, the human resource has to take the full advantage to enhance the company's brand image and also make sure it is cost effective. Selecting candidates, equivalent to the work type is a difficult task, but the main factor is the quality not the quantity. Comparatively typical interviews are unstructured.

In a structured interview, generally the candidate faces similar kind of questions which improves the quality of the interview. Including job circumstances while interviewing a candidate gives a clear picture as to who are good performers and who are bad. Interviewers need intense training as majority of them are not trained for the process of interview. There three major selection methods used in UK as observed by Wilson (2005) i.e. ability tests, assessment centres and personality questionnaires have doubled their usage by big firms in UK. These methods also bring about successful selection process. Storey and Wright (2001) also argued that selection decisions are now-a-days based on cultural fit and attitude of the candidate and no more based on the traditional job criteria.

Figure 2.8 – Strategic Recruitment

Source: Strategic Recruitment and Strategic Selection, Leading and Managing People
Tutor Kate Black, University of Chester

Hollinshead *et al.* (2003) revealed it is necessary for any organisation to be committed towards providing equal opportunities in the process of recruitment and selection. The process of recruitment and selection should not be biased and the human resource should strive to maintain equality and fairness while preparing person specification, searching for a candidate, advertising, interviewing process or in selecting the final candidate. This may also project the image of how the company is and its atmosphere within the organisation. Generally, the curriculum vitae of candidates are not so reliable and easy to use as all the candidates have different content and variation in style. Therefore, application forms are more convenient in this case. The monitoring information which the human resource desires to know from a candidate should be on a separate sheet attached to the application form. It may include ethnic origin, gender, date of birth, nationality, religion, etc.

The process of recruitment and selection should be based on equality. It is very important for any human resource to provide equal opportunities to all the candidates applying for the post. There should not be any kind of discrimination as it may affect company's image and reputation.

Illegal discrimination should be avoided such as:-

- Race/caste
- Gender (Male / female)
- Disability
- Age
- Ethnicity
- Religion

As discovered by Muller-Camen *et al.* (2008), there are many key areas which may lead to effective recruitment process like identifying the basic need, job analysis, get approval to recruit, job description, qualities required in a candidate, decision concerning selection method, deciding for advertisement ways and application methods, designing and placing advertisements, receive applications, shortlisting the resumes received, tests and interview to be conducted, selection decision, acceptance (offer) letters and rejection letters, references, contractual issues and finally induction process. While shortlisting applications the human resource should take a note of the reasons for which the candidate is getting rejected because while informing the rejected candidate, he/she would like to know the reason of getting rejected for that specific post. Human resource should make sure that the interviewer has been trained thoroughly in order to conduct systematic interview otherwise the reputation of the organisation could be harmed (as cited in Hollinshead *et al.*, 2003).

Muller-Camen *et al.* (2008) revealed factors that can affect the process of selection in an organisation are:-

- a) Budget available
- b) Accuracy is required
- c) Time-scale for appointment
- d) Selection criteria for the post to be filled
- e) Satisfactoriness of the methods
- f) Type of vacancy and level of the position to be filled
- g) Past Customs and Practices
- h) Ease in administration
- i) Capability of the staff involved in the process of selection

Cook (2004) stated that selection method should conform to fair employment legislations. The term “*Successful Selection*” can be defined in two concepts i.e. reliability and validity. Reliability refers to stability, consistent, dependable and unchangeable. On the other hand validity means authentic, trustworthy, genuine and sound. The acceptance of worthy candidate and rejection of the poor candidate is known as *Valid Selection Method*. The equivalent consequence of the same situation and as the same individuals is called as *Reliable Selection Method* (as cited in Muller-Camen *et al.*, 2008).

As discovered by Tyson *et al.* (1996) systematic recruitment process has the following criteria which lead to successful recruitment process in Hindustan Coca-Cola private limited:-

- ***Determining the Vacancies:*** Vacancies are determined on the basis of organisational objective and demand for that particular vacancy in that firm. Contents of recruitment will be decided in the human resource planning which can be revised.
- ***Considering the Sources:*** It depends on the nature of demand and supply of labour while designing the human resource planning. There is a possibility of internal recruitment for filling vacancies because the employees are known to the organisation, the time and cost of recruitment and selection is saved, the capabilities of employee is known to the organisation and it is a way of building up trust in the eyes of employees as they will view it as a source of growth and their career development which will lead to low attrition rate in the organisation. Other sources of recruitment would be institutional agencies, employment agencies and advertisement.
- ***Preparing and Publishing Information:*** This method requires a lot of time and energy as accurate information has to be provided which can attract suitable candidates for that particular post. Also the job description for the post is mentioned, rewards, etc. This can be in the form of job advertisement in newspaper or press, application form, etc.

- ***Processing and Assessing Applications:*** After receiving the applications from candidates the next step is to select the candidates who are most suitable for the given post and can be seen as the future employees for the organisation which makes the cost and time for the selection process worthwhile. This is done in three basis categories: suitable, marginal and not suitable.
- ***Notifying the applicants:*** The final stage is to inform the successful candidates that they are successful of the arrangements for the selection procedures and to the rejected applicants that they are unsuccessful. The letter to the chosen candidates may include date, time, venue, travel and expenses. Also it will be easy for the candidate if company profile and job description is also attached in the letter.

There are several advantages and disadvantages supported by Rosenfeld *et al.* (1999):-

Advantages of Selection Interview

- Candidates most of the time eagerly wait for the interview call. Therefore, it is easy to organise interviews.
- Interviews are quick. It required verifying the details mentioned in their resumes or application form, checking their verbal communication skills and knowledge / experience about the job they have applied for.
- It is difficult to find equivalent to this kind of method as the employers want to see and analyse after talking to them whether the candidate can be a future employee of the company or not.

Disadvantages of Selection Interview

- If there are multiple interviewers in an interview, they are likely to pick up different a candidate and end up with a different conclusion; this makes the process tougher.
- Premature impression makes the interviewer to come to a conclusion sometimes. This may be totally opposite of how exactly the candidate is.
- Interviews are generally biased.
- In the interview process, it becomes difficult for the interviewer to realise the irrelevant or the relevant information.

There are three key individual characteristics which are essential in the process of selection for an organisation like Coca-Cola Company in India:-

- I. Universals: Intellectual skills, energetic candidate who prioritises his / her job duties.
- II. Occupational: characteristics essential for the job to be taken up.
- III. Relational: Emotional strength.

These above mentioned criteria may differentiate according to the job requirement.

Once the candidate is selected for a given post, human resource should make sure the below mentioned criteria are available before issuing the offer letter to the candidate:-

- MRF (Manpower Requisition Form)
- Curriculum Vitae (CV) of the candidate
- Assessment Sheet of the Interview conducted
- Details of References
- Compensation Offer

Generally the recruitment and selection process has a deadline of approximately 33 days to employ a candidate for any desired position from the date when the human resource gets the manpower requisition form approval. Listed below are the basic targets from designing the job description to conducting interviews to preparing compensation proposal in the whole recruitment and selection process:-

Table 2.8 – Basic Target Deadline

Source: Redman et al. (2001)

After the new employee gets hired, employee may submit documents listed below as asked by the human resource according to the company policies:-

- Copy of offer letter signed and accepted by the candidate.
- Copy of candidate's educational and professional documents.
- Date of Birth ID
- Passport size photographs of the new employee.
- Pay-slips of previous employment.
- Relieving Letter from the previous employer.
- Filled Medical Insurance Form of the company.

After the new employee joins the organisation the company also takes the information of any past criminal offences by the employee and then offers an option of choice for the employee to take official transport to reach the work or will he/she will use their own transport to reach the office. Which displays the employer is concerned about the employee and it gives an impact on the employee about employee welfare.

There are other benefits which the company does is the facilities such as low cost and nutritious meal in the canteen, recreational facilities such as carom boards, table tennis, card games, and snooker table for the employees to play during their breaks. There are facilities like gymnasium for all the employees, internet and phone facilities and flexible work hours.

The above facilities display the employee welfare which is a part of the Human Resource Management along with the recruitment and selection of the employees. The Hindustan Coca-Cola Company limited helps the employees in various other facilities such as discounted groceries in the work place, they also help the employees get their children to work as they have a day-care centre in the same campus with all amenities for the children to play and a caretaker.

As mentioned earlier the company also has an internal job postings for the employees' growth in the organisation which is the later part of the employee's life in the organisation. The desired candidates can apply for the higher positions vacant through

the employee's portal which also gives the results of the interviews attended for the postings within the company. If there are no desired candidates in the organisation then the post becomes vacant for an outsider.

2.9 Conceptual Models – Person Specification Models

Person specifications are the special qualities and abilities which any organisation looks in their future employees as an ideal employee. These may be defined as the characteristics of a desirable candidate for a specific post to be searched in the process of Recruitment and Selection. Mainly, these characteristics are mentioned in the job description of the vacant position and any characteristic which is unacceptable to the organisation is also mentioned in the job profile.

There are two extremely famous models of person specification; one is of Roger's Seven Point Plan and another one is Fraser's Five Fold Framework:-

Alec Roger's Seven Point Plan

In 1952, Roger revealed his Seven Point Plan. Following are the attributes of a desirable candidate:-

- Physical make-up: Physical appearance of the candidate applying for the job vacant. It can also be related to health issues.
- Special Aptitudes: It denotes to the special abilities, talents which are mandatory for the post applied for. For e.g. - mechanical capability, dealing with facts and figures, etc.
- Circumstances: The accessibility of any individual for a particular work time, if the candidate has any specific demand for the job, etc.
- General Intelligence: This means to the intelligence and common adaptation which a candidate generally has which are essential for the position vacant.
- Dispositions: It represents to the behaviour one has in the working environment and the adjustment capacity, conduct towards others, etc. All these points are

taken into consideration by the recruitment and selection team while shortlisting and interviewing the candidate.

- Attainment: It basically refers to the achievement the individual has in terms of training, experience, development practices and qualification.
- Interests: Personal interests are not favourable in any working environment and do not sound pleasant during work performance. But if the candidate is physically active, enthusiastic, etc. it is very favourable for any organisation.

(<http://www.sussex.ac.uk/Users/l133/appcom.shtml>)

Munro Fraser's Five Fold Framework

In 1978, Fraser discovered the Five-Fold Grading System which is described in below mentioned points:-

- Impact on others: This point of Fraser is similar to that of the Roger's Seven Point Plan. The impression the recruiter or the selector gets with the appearance of an individual through his speech or manner.
- Acquired qualifications: The training, experience and the qualifications a candidate possesses.
- Innate Abilities: The intelligence, distinctive abilities and enthusiasm towards learning new things in a new organisation which are appreciable in any individual which may be desirable in a working environment. This point of Fraser is also similar to Roger's Seven point Plan i.e. 'General Intelligence.'
- Motivation: An candidate who determined of his / her goals or is motivated about his / her work in an organisation which he / she wants to join; can be very essential for the growth of any organisation and individual as well and for their sustainability.
- Adjustment: Every candidate has emotions and few of them are sensitive but it should not affect the work. One should have the ability to manage with the demand an organisation has from its employees and should be able to cope up with different people having different viewpoints and cultures.

(<http://www.sussex.ac.uk/Users/l133/appcom.shtml>)

2.10 Summary

Human resource should make sure that they recruit only sufficient number of employees according to the work to be fulfilled. They should encourage a mix of employees from different regions with qualifications. The management of labour market internally within the organisation is also crucial. Also should encourage adequate turnover in order to minimise the layoffs and generate new openings (Legge, 2005). As mentioned by Cascio in the year 2005, "Recruitment is generally treated as a one-way process i.e. organisations searching for prospective employees and this approach is known as Prospecting Theory of recruitment." (pp.259). A process of selecting right candidate for a particular position is known as recruitment and selection. Both recruitment and selection have their procedures and depend on each other and have their advantages and limitations.

3.1 Introduction

Methodology deals with the tools and techniques of doing a research. This chapter aims to give a detailed description about the methods chosen to answer the research aims for the process of recruitment and selection in Human Resource Management. This chapter discusses about research philosophy, justification of the research philosophy, the strategy used for the research, the design of the research and the procedure. At the end of this chapter ethical considerations are also discussed. The case study of Hindustan Coca Cola private limited is undertaken. According to Saunders *et al.* (2009), “*The term Methodology refers to the theory of how research should be undertaken.*” (pp.3). This Chapter strives to explain the methods used as tools and techniques to provide solution to the problems which are mentioned in the research aim.

Researches are basically of three types i.e. Application, Objectives and Enquiry Mode (Kumar, 2005). According to Kumar (2005), “*Research is an intensive and purposeful search for knowledge and understanding of social and physical phenomena. It is a scientific activity undertaken to establish something, a fact, a theory, a principle or an application* (pp.1).” It is an unending process because new discoveries may lead to new information and creation and so on. Both qualitative and quantitative methods are used to collect data in this research in order answer the questions mentioned in the Chapter one of this research.

3.2 Research Philosophy and Principles

A research philosophy can be defined as a doctrine about the manner through which data collection takes place and is analyzed and used.

Ontology is related with reality. It is the study of things that exist in reality or may exist in some sphere. There are two aspects of ontology: one is the objectivism and the other is subjectivism (cited in Saunders *et al.*, 2009). *Objectivism* depicts the condition in actuality that social entities exist regardless of the social actors. *Subjectivism* presents the phenomenon that develops perceptions and subsequent activities of those

sociable actors who are worried about their existence. Ontology is associated with our assumptions about the world and the nature of things.

Epistemology is the study of what composes acceptable knowledge as observed by Saunders *et al.* (2009). Epistemology is all about the belief of a person of how he / she can find out knowledge about the world.

Axiology is the study of value judgments. As suggested by Saunders *et al.* (2009), axiology is the practice of societal investigation and values ethic and aesthetics. In 1996, Heron mentioned that there can be probability of mentioning researcher's personal statement to the subject matter he /she is studying.

There are four major research philosophies prevailing in management research i.e. positivism, realism, interpretivism and pragmatism:-

1. **Positivism:** Natural scientists adopt the philosophical position. This philosophy is established on the subject that the natural sciences and the social sciences are combined with each other and produce all valuable evidence.
2. **Realism:** This philosophy is grounded on the scientific analysis. It states that even objects have their existence external to social actors. It philosophy is similar to positivism theory and is a branch of epistemology approach (cited in Saunders *et al.*, 2009). There are two types of realism: *Direct Realism* is getting back what you see. *Critical Realism* means the experiences are sensations as images of the world not the things directly.
3. **Interpretivism:** This philosophy of interpretivism lays stress on the distinguishing humans in our character as societal actors. It focuses research on humans rather than the objects like chair, car, etc. Social actors play their part which is interpreted thereafter act it on the stage the same interpreted part.
4. **Pragmatism:** This philosophy states that selecting one of the determining factors between ontology, epistemology and axiology would depend upon the research question. It depends on the kind of question the researcher has, according to that only on can decide which approach to use (cited in Saunders *et al.*, 2009).

Figure 3.2: Research Philosophy – Key Aspects of Study

Source: Adapted from Partington, 2008 (Flowers, 2009)

3.3 Research Strategy

3.3.1 Justification for the selected Paradigm and Methodology

a) Philosophy used:

The philosophy chosen for this research is interpretivism and epistemology. Axiology can also be considered as the researcher has an experience about the same industry and has worked as a *Business Consultant (HR Executive)* as a third party for which Hindustan Coca Cola private limited was the client. As this is a descriptive research using qualitative data which are the questionnaires or the method used and the best philosophy for this would be interpretivism. Epistemology is the study of what composes acceptable knowledge as observed by Saunders *et al.* (2009). Epistemology is all about the belief of a person of how he / she can find out knowledge about the world.

Interpretivism lays stress on the distinguishing humans in our character as societal actors. It focuses research on humans rather than the objects like chair, car, etc. Social actors play their part which is interpreted thereafter act it on the stage the same interpreted part. It lays stress on the facts of a circumstances and the truth behind the activities taking place as noticed by Saunders *et al.* (2009). In this research, the researcher has been a part of this subject therefore it is essential that axiology should also be taken into consideration.

b) Qualitative Data

Qualitative data has been used in this research as a method of finding solution to the research questions. All non-numeric data or the data which cannot be measured or quantified and may be an invention of any study strategy is known as qualitative data. It may consist of surveys and questionnaires having open-ended or close-ended questions, interview, etc. it is based on values or meanings communicated through words (cited in Saunders *et al.*, 2009). Conceptualisation is used for conducting analysis for this research. Qualitative data has two different approaches which are inductive approach and deductive approach. It depends on the research type in order to realise which approach may fit the research. According to this research, a survey has been taken with the employees of Coca Cola, India through the medium of questionnaires.

c) Inductive Approach & Descriptive Study

Both primary and secondary data has been used in this research with the purpose to understand the process of recruitment and selection. Inductive approach is basically related to qualitative data. Researcher is always a part of this research advancement. There is a deep understanding about the study background (cited in Saunders *et al.*, 2009). Descriptive research is a study producing true side view of persons, happenings or circumstances. It can be an extension of the explanatory research wherein usage of description is there in the research.

d) Survey (Questionnaires)

The strategy used for this research is survey and the primary data used in this research after the data collection is through questionnaires. The questionnaires are pre-coded which means most of the questions have responses as options in which the participant has to tick mark the correct option (cited in Fisher, 2010). In the business management researches, survey is one of the popular strategies which are used for data collection. All methods in which participants are asked to respond to the same set of questions in a same manner for gathering data are known as questionnaires. There are two types of questionnaires i.e. *Self-administered* (like internet and intranet-mediated, postal and delivery & collection) and *Interviewer-administered* (such as telephonic questionnaire and structured interviews) (cited in Saunders *et al.*, 2009). In this research, postal questionnaire had been used.

e) Case Study

As defined by Robson (2002:178), “*Case study is a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence*” (cited in Saunders *et al.*, 2009; pp.145-146). In order to gain proper understanding about the process of recruitment and selection it becomes necessary to take up a case study concerning company the researcher is aware of; therefore Hindustan Coca Cola is considered as one of the best options to analysis this human resource management process.

This is a ***Single Case Study Strategy*** has been used which provides with a clear understanding otherwise multiple case studies may lead to confusion and exaggeration about the process. This research is prepared to understand the importance and mainly the process of recruitment and selection to perceive which case study of Coca Cola India was taken up.

3.3.2 Rejected Methods

In 1967, Glaser *et al.* mentioned that Classic grounded theory has been considered as one of the best illustration for inductive approach (cited in Saunders *et al.*, 2009). It is also known as the ‘theory building’ because it is a combination of inductive and

deductive approach. But this theory was rejected as there are many criticisms and controversial information which opposes the above statements.

In 1957, Kahn and Cannell mentioned, “*An interview is a purposeful discussion between two or more people*” (cited from Saunders *et al.*, 2009). For collecting primary data, interview method, group interview and telephonic interview were rejected as the Human Resource Manager personally known was on holiday as it was a festival time of year in India. Also there were many questions for which different responses were required in order to understand how much the company is employee oriented and works towards employee welfare. There is a possibility that the interviewee’s response can be bias. There was a problem of geographical location as the researcher is in UK and the company is based in New Delhi, India.

3.4 Research Design

3.4.1 Design of Instrument

The instrument used in this research for data collection is *Questionnaire*. This is a method in which participants are asked to respond to the same set of questions in a same manner for gathering information as a primary source. The questionnaires are pre-coded which means most of the questions have responses as options in which the participant has to tick mark the correct option (cited in Fisher, 2010).

The *Validity* and the *Reliability* of the responses collected through questionnaires would largely depend upon the design of the questions asked in the questionnaire (cited in Saunders *et al.*, 2009). Also the structure and the quality of questions matter a lot and influence the participants. Valid questionnaire facilitates accurate data collection and reliability would mean to collect the same data consistently. The content and criteria was checked in order to assess the validity. The questionnaire was re-structured a number of times and has limited number of questions in order to avoid the case of uninteresting matter. In 1996, in order to test reliability Mitchell defined three common approaches: a) Test re-test, b) Internal consistency and c) Alternative form (cited in Saunders *et al.*, 2009).

Mostly closed-ended questions are structured in a manner that the participant will choose from options and will give a precise answer so that solution to the research

questions is gained and the subject is not ignored. The questions asked in the questionnaire are mostly simple and clear to understand and does not devastate the participant from the topic. The questionnaire was prepared using MS Word with a layout which is appealing to the participant and is mostly objective so that the participant is not confused about what to answer therefore in most of the questions options are mentioned. They just need to Tick mark the option that suits them the most or rate their experience about the recruitment and selection process.

This is a '**Descriptive Study**' which is a research producing true side view of individuals, happenings or circumstances. It can be an extension of the explanatory research wherein usage of description is there in the research.

3.5 Research Procedures

Generally the design of the questionnaire may depend upon the way it is administered (cited in Saunders *et al.*, 2009). In order to get the questionnaires completed by the employees of Coca Cola, India; the questionnaires were sent via e-mail to a personal mediator in New Delhi, India and being familiar with the company employees, the questionnaires were distributed among them; though it took more than a month to get responses from the employees as it was a festival time in India and few employees were on leave.

A confirmation was taken from the employees of Hindustan Coca Cola private limited whether they are comfortable in filling the questionnaires before finalising anything. After getting a positive response it was decided to issue about 60 questionnaires. Thereafter, it was posted back to the researcher to evaluate and analyse the data in order to fulfil the research objective.

3.6 Ethical Considerations

The employees of Coca Cola, India were treated fairly and the data filled by them in the questionnaire remained confidential (cited in Fisher, 2010). Before issuing the questionnaires permission was taken from the company employees whether they are comfortable in filling up the questionnaires regarding their company's recruitment and selection process or not. Also they were informed that names will remain anonymous

and no designation is required so that their answers remain unbiased. They were informed the data collected from them will remain confidential and is for academic use only. Generally the academic researches are published therefore to avoid humiliating situation for the employees and the researcher, no names and designations were taken in the questionnaire. Also they were communicated that no individual or company will be identified (Fisher, 2010). For some of the questions even '*No Opinion*' option was given in case they are uncomfortable in answering any question.

3.7 Summary

Hence, this chapter states the methods and strategies adopted by the researcher to understand the process of recruitment and selection by taking up case study of Hindustan Coca Cola private limited. The primary data collected is through pre-coded questionnaires (cited in Fisher, 2010) which makes this research more valuable and qualitative. Approach and the philosophies have been used in order to understand the concept thoroughly.

4.1 Introduction

This chapter evaluates the findings which are analysed through questionnaires filled by the employees of Hindustan Coca Cola private limited (India) concerning the recruitment and selection procedure in their company and how they were selected and if they are satisfied with their job or not. The data is analysed received from the questionnaires filled by the company employees of Coca Cola, India.

4.2 Analysis of Respondents / non-respondents

About 60 questionnaires were issued to be filled by the employees of Hindustan Coca Cola private limited about the process of recruitment and selection in their company. Out of 60 only 51 were distributed; amongst which about 40 had valid and complete responses. 2 questionnaires were misplaced while the questionnaires were being sent from India to the researcher in UK. 7 questionnaires were invalid or incomplete. The questionnaires were sorted on the basis of gender as mentioned in Table 4.2. It shows that 26 male participants and 14 female participants actively participated in the survey and successfully completed the questionnaires.

S. No.	Particulars	Number of Participants		Total Participants
		Female	Male	
1.	Gender	14	26	40
2.	Age 18-20	3	1	4
	20-30	7	17	24
	30-40	2	7	9
	Above 40	2	1	3
3.	Length of Service			
	0-1 years	2	4	6
	1-2 years	7	11	18
	3-4 years	3	5	8
	Above 4 years	2	6	8

Table 4.2 – Descriptive of Questionnaire Respondents

Source: Data extracted from questionnaires

4.3 Findings for each research question

The employees of Hindustan Coca Cola private limited were asked some questions regarding the process of recruitment and selection in their company through questionnaires. The responses from them are as below:-

i. Answers for Question No.1

When the employees were asked about their length of service in Hindustan Coca Cola private limited (India), out of 40 about 6 employees mentioned in the questionnaire that they were working for ay year or less than that. 18 employees which was the maximum were working for about 2 years in the company. 8 employees each for about 4 years and same for above 4 years were employed in the company.

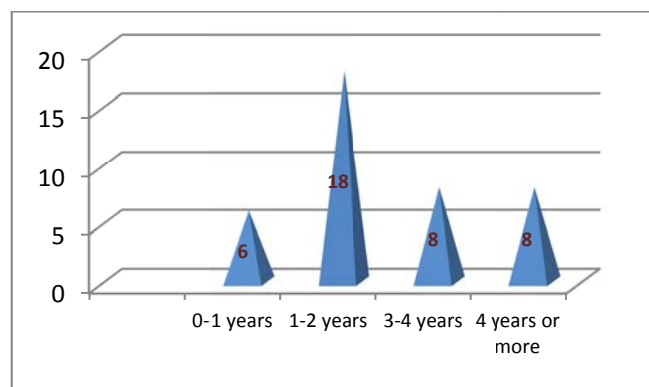


Figure 4.3.1: Length of Service
Source: Data collected from questionnaires

ii. Answers for Question No.2

Employees were also asked whether they were given proper training or not after being hired, then out of 40 employees 38 employees agreed that they were given training as soon as they joined Hindustan Coca Cola private limited by only 2 employees mentioned in the questionnaire that they did not receive any training.

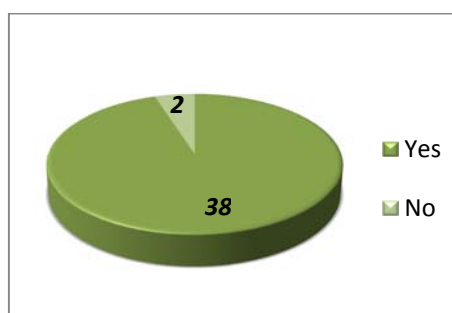


Figure 4.3.2 Training provided
Source: Data collected from questionnaires

iii. Answers for Question No.3

The employees of Coca Cola India were asked whether they were satisfied with their job in the company or not or they wanted to change; therefore as per the below shown Figure no. 4.3.3 about 30 employees agreed that they were satisfied with their job, 5 of them strongly agreed that the company is successful in employee welfare and they have no complaints against the company and just 3 of them disagree whereas 2 employees did not mention any opinion.

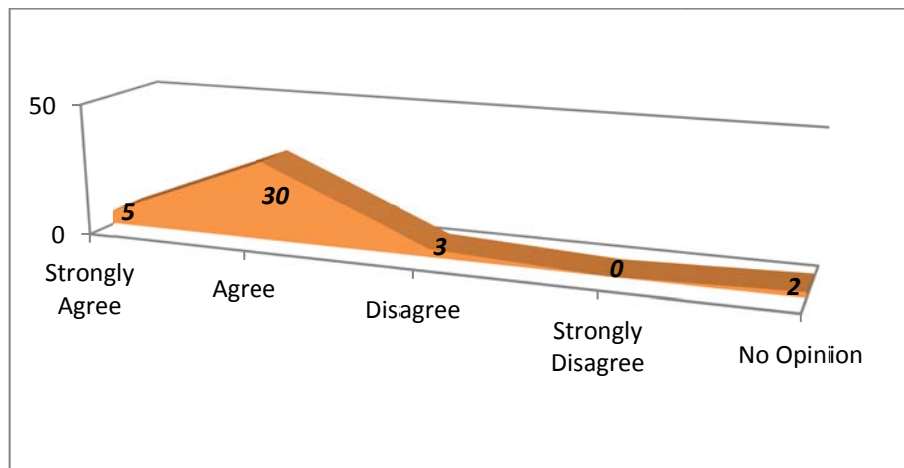


Figure 4.3.3: Job Satisfaction
Source: Data collected from questionnaires

iv. Answers for Question No.4

The question number four mentioned whether the company employees of Coca Cola, India were happy with their compensation package or not.

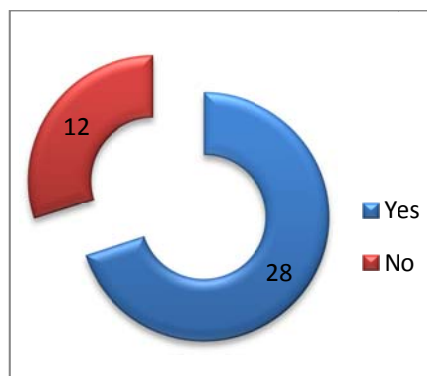


Figure 4.3.4: Satisfied with Compensation Package
Source: Data collected from questionnaires

As shown in Figure 4.3.4 above 70% of the employees are satisfied with the compensation package which they are receiving from Coca Cola (India) but 30% of them are unhappy.

v. Answers for Question No.5

The employees were also asked best recruitment sources according to them; whether they prefer external, internal or both, 62.5% of employees preferred both external and internal recruitment, 25% said they prefer recruitment within the company and the remaining 12.5% employees preferred external recruitment.

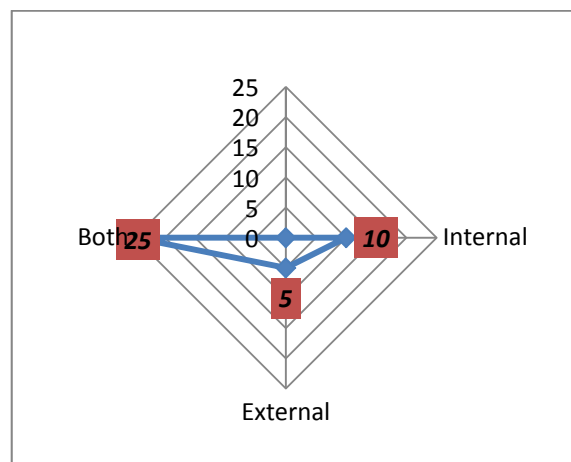


Figure 4.3.5: Best Recruitment Source
Source: Data collected from questionnaires

vi. Answers for Question No.6

In order to raise number of recruits what kind of strategies does Coca Cola company in India uses, about 36% employees mentioned that new employees are recruited by offering them better pay packages in order to attract them, 29% employees state that the tie-up with the institutions enable the company to gain new graduates or qualified employees for their business progress, 14% is that the company look beyond graduates i.e. if they are short of employees then they even look for hiring diploma holders. 11% employees remark that the company looks beyond their local community and approaches to different cities as well, 8% state that they provide their employees with vocational courses in order to train them or make them capable of different field.

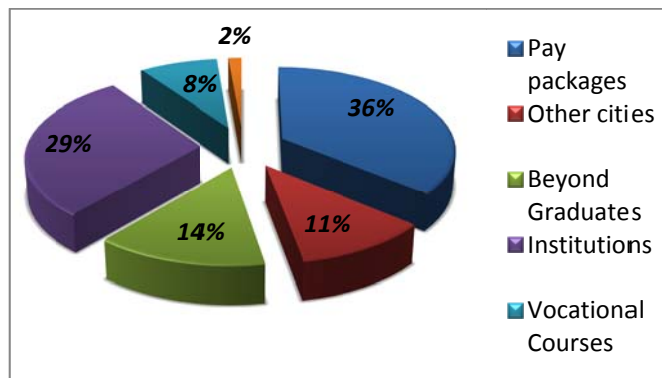


Figure 4.3.6: Attract Recruits
Source: Data collected from questionnaires

vii. Answers for Question No.7

Employees were asked about their main reasons because of which the employees would leave Coca Cola India. The result is as follows:-

Majority of the employees i.e. 36% of them leave or would like to leave the organisation if they get a higher paid job, 24% says if they get a new job on a higher level, then for growth opportunities they may leave the job. Some realise that they need to have more qualification or the employees who join after graduation plan to do a master's degree may leave their job if it is full time. Others may leave because they cannot handle the work pressure building up in the company, some for unfavourable shift timings and the other for organisational culture.

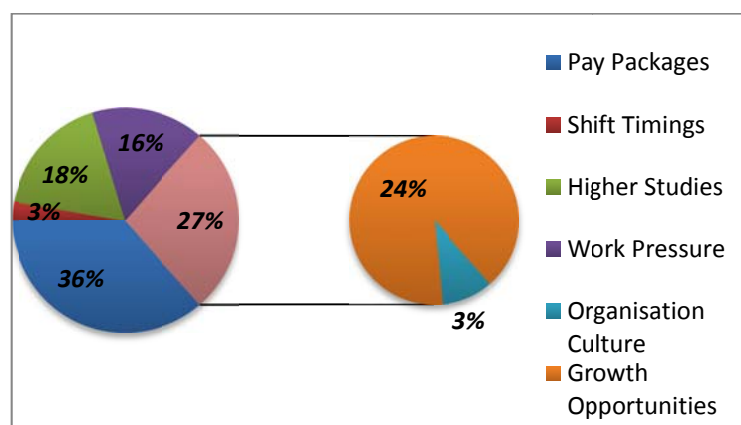


Figure 4.3.7: Reasons for Leaving
Source: Data collected from questionnaires

viii. Answers for Question No.8

When asked about the sourcing methods which their company prefers using, it mostly uses campus placements as their tool after which advertisement is published about any vacancy and uploaded on company and private job websites. Their vacancy publicity is done by participating in job fairs as well. The other options they prefer after these may be employee referral, private consultants and walk-ins.

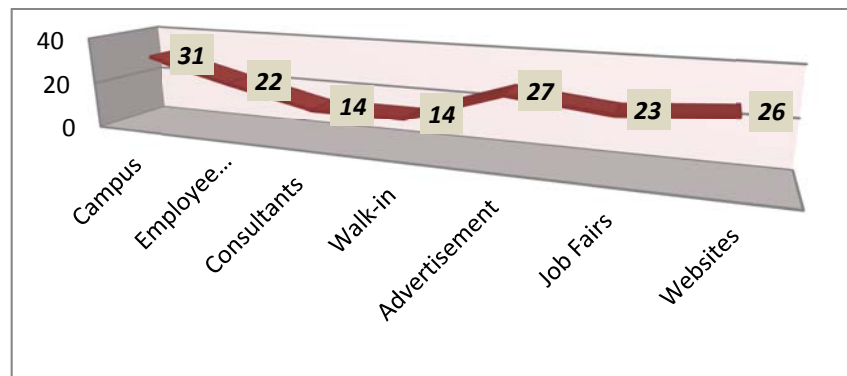


Figure 4.3.8: Sourcing Methods
Source: Data collected from questionnaires

ix. Answers for Question No.9

The ninth question in the questionnaire states about how many rounds of interview are conducted below employing any candidate for a given vacancy. The result is as mentioned below in Figure 4.3.9:-

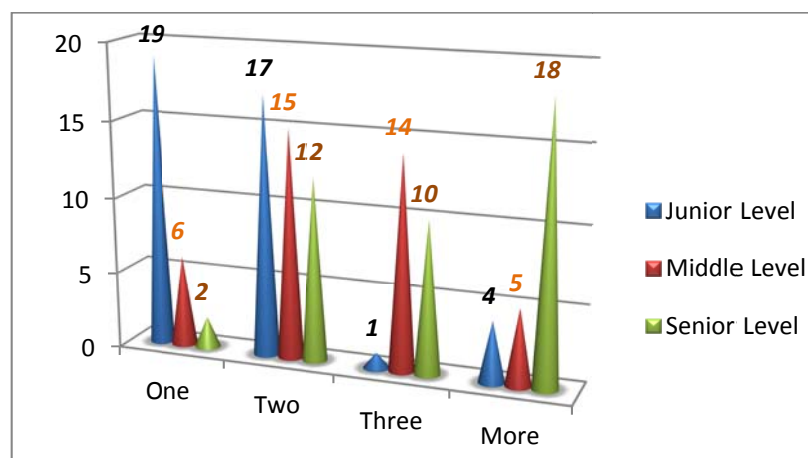


Figure 4.3.9: Rounds of interview in Different Levels
Source: Data collected from questionnaires

x. Answers for Question No.10

The employees were asked whether any referral policy is used in the company or not, 31 out of 40 employees answered that they have referral policy but 9 of them said there is not any such policy which is quite strange or may be the company had recently introduced or would have stopped using.

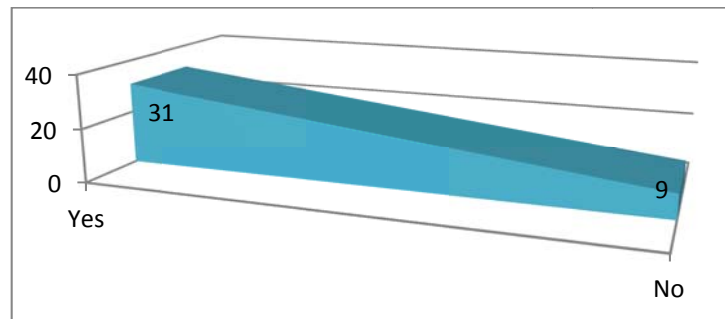


Figure 4.3.10: Referral policy in Coca Cola, India

Source: Data collected from questionnaires

xi. Answers for Question No.11

The employees who answered 'Yes' for the above question were asked if there was a reward for referring employees or not and 21 employees out of 40 said 'Yes' and the other remaining 10 said 'No'.

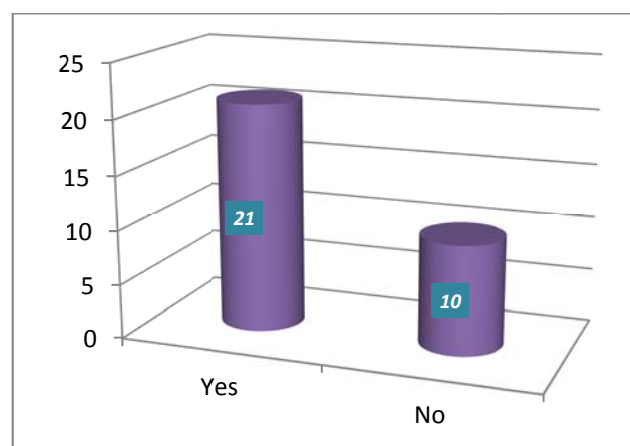


Figure 4.3.11: Reward for referring employees

Source: Data collected from questionnaires

xii. Answers for Question No.12

Another question was asked in terms of recruitment process; whether the human resource department takes feedback from candidates on recruitment process.

24 employees said ‘Yes’ that the human resource takes up feedback on the recruitment process. Rest of the employees do not agree with that.

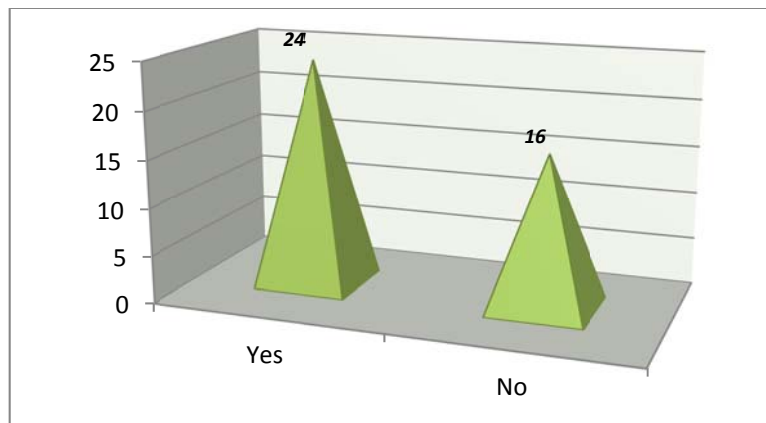


Figure 4.3.12: Feedback from Candidates
Source: Data collected from questionnaires

xiii. Answers for Question No.13

The employees of Coca Cola after being asked whether they use jobsites as one of the tools for searching job; about 65% employees accepted the fact that they were using the jobsites for searching other jobs while the rest 35% do not use jobsites.

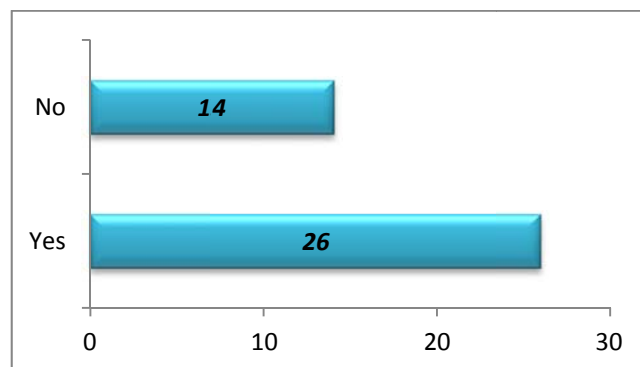


Figure 4.3.13: Jobsites as searching tool
Source: Data collected from questionnaires

xiv. Answers for Question No.14

The employees who answered ‘Yes’ in the above question were asked which jobsites they refer to. Almost everybody answered leaving 2 employees. Most of them mentioned Naukri.com and TimesJob.com, few of them preferred Monster.com and others were for linkedin.com, etc.

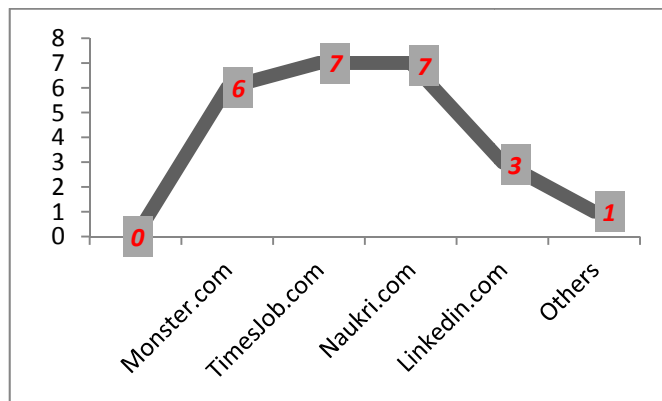


Figure 4.3.14: Selection of Jobsites
Source: Data collected from questionnaires

xv. Answers for Question No.15

Employees were asked whether they think online recruitment is necessary or not and they gave their opinions by ticking Yes or No.

As shown in the below Figure 4.3.15 it clearly shows that 77.5 % employees feel that online recruitment is essential whereas the rest of the employees are happy without online recruitment.

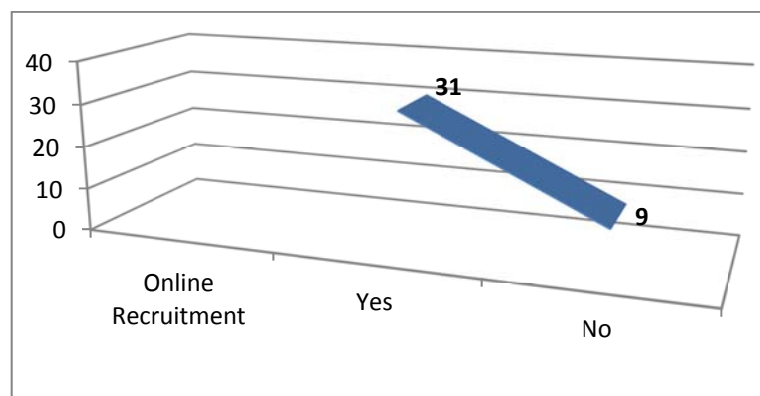


Figure 4.3.15: Online recruitment is important
Source: Data collected from questionnaires

xvi. Answers for Question no.16

When asked about the best recruitment channels, the employees had different opinions. Many of them were in favour of having a link with the educational institutions and thereafter giving adverts in newspapers. Employment agencies are also popular nowadays. Employee referral, Job Centres and word of mouth were chosen in less numbers.

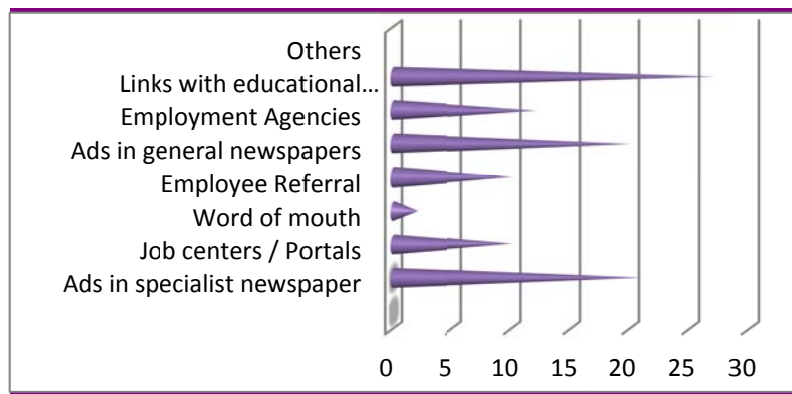


Figure 4.3.16: Best Recruitment Channel

Source: Data collected from questionnaires

xvii. Answers for Question No.17

The employees of Coca Cola India were asked if they were happy with the current recruitment and selection practices in their organisation and 85% employees were satisfied with their company's recruitment and selection practices and the remaining 15% were not satisfied with it.

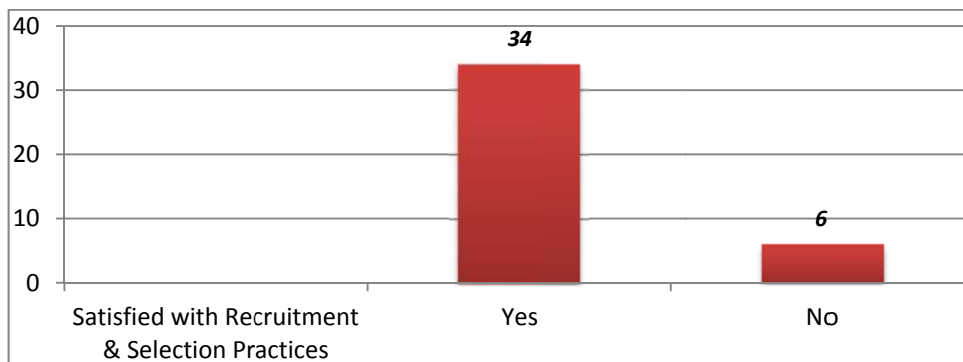


Figure 4.3.17: Satisfied with Recruitment & Selection Practices

Source: Data collected from questionnaires

xviii. Answers for Question No.18

According to 87% employees, there has been a change in the recruitment and selection practices over a period of time. Only 5 employees i.e. 13% feel their practices have not changed till now and are same as before.

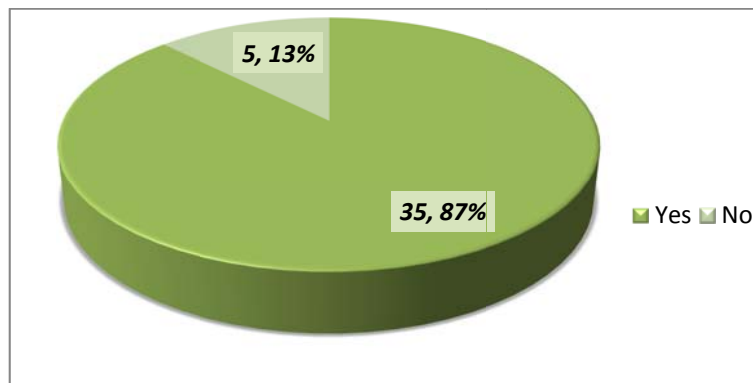


Figure 4.3.18: Change in Recruitment & Selection practices over the years
Source: Data collected from questionnaires

xix. Answers for Question No.19

When the employees were asked if they feel internal recruitment helps in motivating them, 31 employees replied saying ‘Yes’ and the others did not feel any difference therefore the remaining 9 employees marked ‘No’ as their answer to this question regarding the recruitment and selection process.

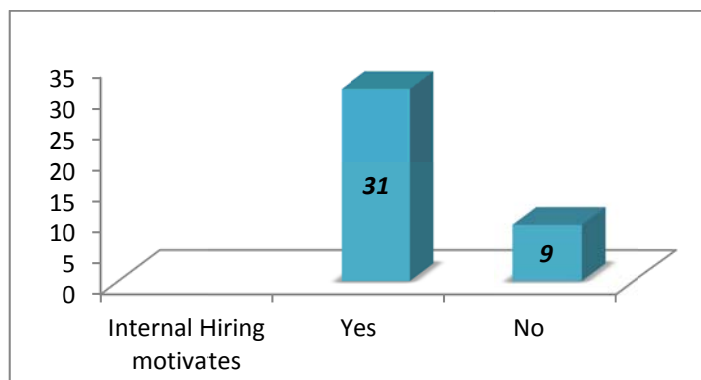


Figure 4.3.19: Is internal recruitment motivating?
Source: Data collected from questionnaires

xx. Answers for Question No.20

The employees of Coca Cola were asked whether they feel the recruitment and selection practices are rigid or not in terms of eligibility criteria. 52.5 % employees answered that they felt the practice as rigid and the rest of the 47.5 % replied ‘No’ to this question.

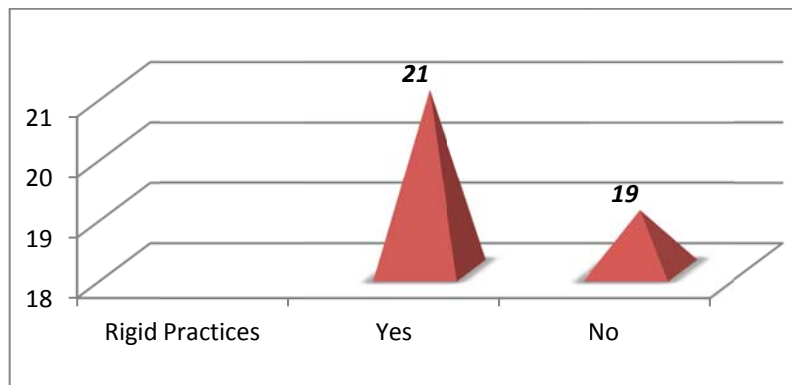


Figure 4.3.20: Rigid Eligibility Criteria
Source: Data collected from questionnaires

xxi. Answers for Question No.21

When asked the employees whether innovative techniques are required to be adopted in the selection process such as psychometric test, etc. then 24 employees out of 40 said 'Yes' and the other 16 employees mentioned 'No' for adopting innovative techniques as they do not feel any need for it to make the process more complicated.

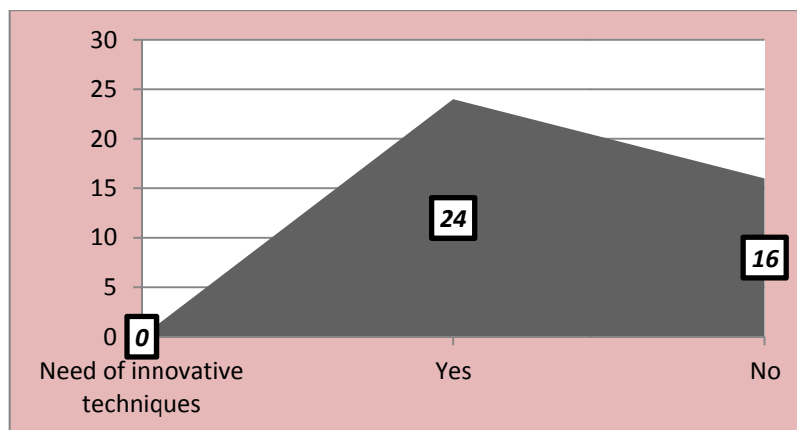


Figure 4.3.21: Adoption of Innovative Techniques
Source: Data collected from questionnaires

xxii. Answers for Question No.22

The final question asked to the employees was if they feel that in their working environment the right kind of job is performed by the deserving person or not. 62 % employees agreed and 15 % each who strongly agree and disagree. Rest 5 % of them did not want to reveal their opinion and 3% strongly disagreed.

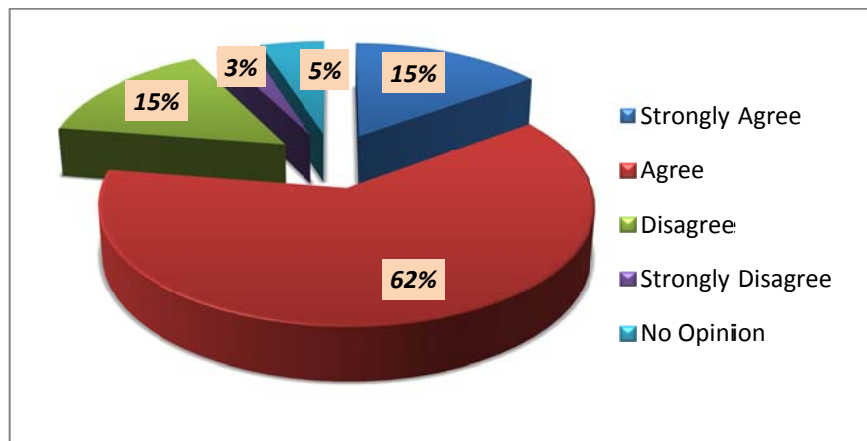


Figure 4.3.22: Right job for Deserving Employee?
Source: Data collected from questionnaires

4.4 Summary

This chapter analysed the data for the research findings which is collected from the questionnaires and described in the form of charts, graphs, etc. These findings are based on the research aim questions for which solution was being explored and is thus found with the help of questionnaires based on the process of Recruitment and Selection of Hindustan Coca Cola private limited. These questions were prepared on the basis of research aim and are related to the literature review i.e. Chapter No.2 and this will now finally lead to the conclusion or recommendations if there are any.

5.1 Introduction

This chapter discusses the findings mentioned in Chapter 4 and conclusions or solutions for the research questions based on the results of methods used in methodology mentioned in Chapter 3. After critical evaluation of the process of recruitment and selection methods were chosen and strategies were adopted in order to find the solution for the queries mentioned in the research aim. Findings which were discovered with the help of questionnaires filled by the employees of Coca Cola (India) were then explained, analysed and interpreted. Through the findings it clearly depicts that most of the employees in Coca Cola are reasonably satisfied with their company and with the recruitment and selection practices prevailing in the company; though there are few issues faced by them. Conclusions are made regarding this research mentioning the solution for the research questions and limitations of this research. It also states the implications and recommendations about this research.

5.2 Critical evaluation of adopted methodology

A critical evaluation is done on the methods adopted in this research. The tools and techniques adopted in this research are appropriate to some extent as the exploration of the research is small scale. Adoption of different kind of data both qualitative and quantitative for the research was a benefit. The electronically dispatched questionnaires based on the research aim queries became a source of primary data. This enables to explore about the subject and helped in a fast analysing of the data as the questionnaire prepared was objective kind though there were some limitations like cancellation of interview with the human resource manager of Coca Cola, India, the employees being on vacation in India because of the festive season, difficulty in following up because of the peak time or the busy period.

Case Study:

As defined by Robson (2002:178), “*Case study is a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence*” (cited in Saunders *et al.*, 2009;

pp.145-146). In order to gain proper understanding about the process of recruitment and selection it becomes necessary to take up a case study concerning company the researcher is aware of; therefore Hindustan Coca Cola is considered as one of the best options to analysis this human resource management process.

This is a *Single Case Study Strategy* has been used which provides with a clear understanding otherwise multiple case studies may lead to confusion and exaggeration about the process.

Participants:

Employees undergoing different circumstances had varied answers to the questions mentioned in the questionnaire which makes the study more qualitative, understandable and exploratory. Employees had experience of how they were recruited in Coca Cola and are aware of the recruitment and selection practices existing in their company on the basis of which they filled the questionnaire. The employees were informed that their details will be kept confidential and the data being collected is for academic purposes only. Hence, the findings are unlikely to be biased.

Questionnaire:

The employees were asked to respond to the same set of questions in a similar format. The questionnaires are pre-coded which means most of the questions have responses as options in which the participant has to tick mark the correct option (cited in Fisher, 2010). This survey strategy of using the questionnaires for collecting authentic and unbiased data from the employees was successful and this research method was the best available method to be used as data was regarding the recruitment and selection strategies and practices known by the employees while getting recruited or while being in the organisation for a while. Before finalising the content of the questionnaire a framework was developed and was made sure that the questions were structured in a way which will fulfil the research objectives.

5.3 Analysis / conclusions about each research objective (aim)

Research objectives were taken into consideration while preparing the questionnaire. Each research aim was modified into a question and presented to the employees so that the goal of this research can be accomplished.

OBJECTIVE – I

Reasons by which Coca-Cola draws the candidates' attention towards their recruitment and selection process and the ways to increase new recruits: As mentioned in Answer No.6 in Chapter 4, Coca Cola company in India uses many strategies to attract new and more candidates. There are several ways adopted such as offering better pay packages to the candidates than the industry average, having a tie-up with institutions, providing the employees with vocational courses, looking beyond graduates for e.g. hiring diploma holders, searching for candidates outside their local communities; etc. As per the filled questionnaires by the employees of Coca Cola, India; clearly 36% of the employees mentioned that the best strategy used by this company is offering the new candidates better salary packages, then 29% said tying up with institutions is also one of the best way of getting talented and skilled employees and the rest said moving to other cities, offering vocational courses, etc.

OBJECTIVE – II

Is the right work / task being performed by the deserving candidate in the stated organisation?: Answer No.22 in Chapter 4 states that most of the employees in Coca Cola agree that they are satisfied with the work performed by them and their colleagues. Around 62% of these employees agree as per the questionnaires filled by them that they are performing tasks according to their capabilities and qualifications and working on the correct and deserved post. 15% of them strongly agree with this view. But the other 15% disagree and 3% strongly disagree and 5% were neutral about this.

OBJECTIVE – III

To know whether the employees of Coca Cola are satisfied with their job and the compensation package offered them: Most of the employees working in Coca Cola are satisfied with their job according to the questionnaire and the answer mentioned in *Chapter 4, Answer No.3* as almost 30 employees out of 40 agreed and 5 strongly agreed stating that they are totally satisfied with their job and the working environment. Only 3 employees disagreed and expressed they are not satisfied. Rest of the 2 employees remained neutral about this regard.

Employees were also asked whether they are happy with the salary package offered by Coca Cola, India or not. It was astonishing to find 70% of the employees happy with their compensation package. This is an extraordinary achievement for the organisation. But unfortunately 30% had some issues regarding their package and mentioned that they were unhappy about it.

OBJECTIVE – IV

Reasons because of which the employees leave job in Coca Cola Company: According to *Answer No.7 in Chapter 4* there are few reasons because of which employees have left or are ready to leave from Coca Cola, India. Better pay packages was rated as 36% as the major reason for employees leaving the company according to the questionnaire. As per employees, growth opportunities were ranked 24% and 18% for employees leaving job for their higher studies. Work pressure in the organisation being ranked 16% and the rest such as shift timings and organisational culture given 3% by the employees of Coca Cola, India.

5.4 Overall Conclusions

This research is prepared to understand the importance and mainly the process of recruitment and selection to perceive which case study of Coca Cola India was taken up. Through the findings which were initiated through the questionnaire gave a clear understanding of this process, the reasons because of which employees want to leave their job, ways of attracting more candidates, its impact on the outside world, how recruitment and selection process are dependent or get affected by each other, etc. All this is achieved by thoroughly evaluating and analysing these concepts.

To gather all the relevant information in order to make an appropriate research analysis report and to ensure its advantageous completion:

- ***Importance of Recruitment and Selection process in Hindustan Coca Cola private limited:*** This process is highly crucial for any organisation but recruitment and selection gives the first impression of the organisation to the candidates applying for interview. The manner in which the recruiters and selectors behave portrays about the company image. Also the way the vacancy has been advertised and company profile is mentioned reflects the organisation's reputation.

In order to find a desirable candidate, recruitment and selection process is very essential for that and is the key factor for any business success. Every organisation needs a department to discover the talents and skills every employee possesses, for this they need recruiters and selectors who can interview the candidate and find out whether the candidate is worthy for the desired post or not. Therefore, the recruitment and selection process is essential for the smooth running of an organisation.

- ***Impact of the Recruitment and Selection process on the company's performance:*** Coca Cola Company in India relies on its recruitment and selection process for its smooth functioning. The candidates chosen in this process to be the future employees are analysed and selected and employed by the recruitment and selection department. It is essential for profit making for any organisation.

5.5 Limitations of the Study

There are both strengths and weaknesses in this research project. But few limitations were observed while researching and evaluating the concept.

- a) ***Cancellation of Interview:*** The primary source of data collection initially decided was interview with the Human Resource Manager of Hindustan Coca Cola private limited. But unfortunately the manager went on a leave thus, leading to cancellation of interview.

- b) **Limited questionnaires received:** As observed by Saunders *et al.* in 2007, collecting multi-mode data may intrude the received responses. Over 60 questionnaires were issued to the employees of the stated company but only 40 were found relevant and fully completed.
- c) **Biased:** Few employees hesitated to write their views thinking that their negative remark may affect their career though it was mentioned that the questionnaires will remain confidential and names and designations were not taken into account.
- d) **Geographical Limitation:** Company being based in India, it was difficult for the research (in UK) to get things organised properly for questionnaires but somehow managed to fulfil the research with primary data.
- e) **More participation, diverse views:** If more participation of employees was there, there may be a possibility that the result would have been different. But due to time constraint and festive season (employees on holiday) more participation was not expected.

5.6 Opportunities for Further Research & Recommendations

The findings provide a varied responses and views of the employees know about their recruitment and selection process. If there were no geographical limitations, the research would be more qualitative and descriptive. This research was precisely challenging and thorough research has been made before valuating and analysing the facts and the data. Other researchers can make this project as their base of their study. Further research can be made to see the viewpoint of the employer in regard to the recruitment and selection process.

The research gives a description of the employees perspective in the findings, how they feel about the process and the knowledge they have regarding this process in their organisation; it is necessary to get the employer's viewpoint as well of how they understand the process. This will give clarity about the process from both the

employees and employers. Further research can be conducted in order to understand the relevance of the recruitment and selection process and the impact it has on the outside world. A different approach, research method and strategy can be adopted next time which may highlight the factors which were unable to identify in this research and all the limitations in this research can be taken into consideration next time of how to avoid the same.

The researcher would like to recommend that every company must take feedback from their employees which should remain anonymous concerning the systems and processes whether it is recruitment and selection or some other management function. This way the employers will come to know what their employees' desire and what is lacking in the system. Vice versa the employers also should give feedback to their workers regarding their process and development and what they can improve. In this manner, both the company and the employees' needs can be satisfied and will be a great help to the smooth functioning of the organisation as well as individual development and success.

According to Charles Darwin (1802-1889), *"It is not necessarily the strongest of the species that survives, not the most intelligent, but the one most responsive to change."*

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Appendices

Appendix – I
(Questionnaires sent to Coca Cola, India)

Dear Sir / Madam,

I am Tripti Charan, MBA student from the University of Chester, UK.

As a part of our study we are expected to submit a research based project. I am undertaking a study on the Process of Recruitment and Selection of Human Resource Management in your esteemed organisation i.e. Hindustan Coca-Cola Private Limited.

I would request you to kindly fill this questionnaire if you are currently an employee in this organisation. I assure you that all data collected will be kept strictly confidential and will be used for academic purposes only.

Thank you for taking time out to fill this questionnaire. Your cooperation is appreciated.

Regards

Tripti Charan

Gender: ☐ Female

☐ Male

Age: _____

1. How long have you been with the company?

- A. 0 to 1 year
- B. 1 to 2 years
- C. 3 to 4 years
- D. More than 4 years

2. Were you given proper training after being hired?

☐ Yes ☐ No

3. Are you satisfied with your job?

☐ Strongly agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ No opinion

4. Are you happy with the compensation package offered to you by the company?

☐ Yes ☐ No

5. What should be the best recruitment sources according to you?

☐ Internal Recruitment ☐ External Recruitment ☐ Both

6. What are the strategies adopted by your firm to increase the number of recruits:-

- Offering Better pay packages than industry average
- Moving to other Cities
- Looking Beyond Graduates (Diploma Holders)
- Tie-up with Institutions
- Vocational Courses
- Others (Please Specify)_____

7. According to you, what are the main reasons for the employees to leave this organization?

- a. Better Pay Packages b. Shift Timings c. Higher Studies
d. Work Pressure e. Organization Culture
f. Growth Opportunities g. Others (Please specify)_____

8. Which of the following methods does your company prefer for sourcing?

Tick [✓] all the valid options mentioned below:-

1.	Campus	
2.	Employee Referrals	
3.	Consultants	
4.	Walk in	
5.	Advertisement	
6.	Job Fairs	
7.	Websites	

9. How many rounds of interviews are conducted before a candidate is offered the employment?

	One	Two	Three	More
Junior Level				
Middle Level				
Senior Level				

10. Do you have referral policy in your organization?

A. Yes

B. No (If No, go to question number 12)

11. Is there a reward for referring employees?

Yes	
No	

12. Does your organization take feedback from candidates on recruitment process?

Yes	
No	

13. Do you use jobsites as one of the tool for searching jobs?

A. Yes

B. No (If No, go to question number 15)

14. Which online service do you use?

.....

15. Do you think online recruitment is important?

Yes	
No	

16. Which is the best Recruitment channel? Please Tick [√]

A. Ads in specialist newspaper E. Ads in general newspapers

B. Job centres / Portals F. Employment Agencies

C. Word of mouth G. Links with educational institution

D. Employee Referral H: Others_____

17. Are you satisfied with the present Recruitment & Selection practices at your organization? Yes / No

18. Do you think, there has been a change in Recruitment & Selection practices over the years in your organization? Yes / No

19. Does internal hiring helps in motivating the employees of your organization? Yes / No

20. Do you think Recruitment & Selection practices are quite rigid in terms of eligibility criteria? Yes / No

21. In selection process, do you think innovative techniques (like stress level test, psychometrics Test) should be adopted? Yes / No

22. Do you feel that the right job is being performed by the deserved person at your working environment?

☐ Strongly agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ No opinion

Appendix – II

(Research Proposal)

CHESTER BUSINESS SCHOOL

BU7725 – MBA DISSERTATION

RESEARCH PROPOSAL

1. Student Details:

1.1. Surname: CHARAN

Forename: TRIPTI

1.2. Student ID:

1.3. Relevant Experience:

I have always been keen to be a part of the Human Resource Department and always tried to do the same. Lastly, I was appointed by a multinational company as the Executive Secretary to the Director (Asia/Pac & Middle East). In this organisation, my major role was to maintain confidentiality and assist the Director by managing his daily schedule for meetings and conferences, making report, presentation, spread sheets and travel arrangements. The other part of my role was to search suitable managerial candidate through job sites for the Director's office and schedule them for interview with the Director and make their offer letters. Also developing relationships with Manufacturing, Developing and Construction companies, understanding their requirements and managing their expectations.

Before getting this opportunity I was working with an Executive Search firm (Consultancy) which is into providing recruitment solutions to various Top MNC Clients like Hindustan Coca Cola Pvt. Ltd., Microsoft, AT&T, Reckitt Benckiser (Nigeria & Dubai), Samsung India etc. as a Business Consultant (HR Executive cum

Admin). My job profile was to mapping out the requirements received from the clients; search managerial position candidates through Head Hunting, Job Portals and through internal and external references; source and screen the resumes of the candidates as per the client requirement and then short-list the resumes as per requirement or else by taking telephonic interview of the candidates. Handling part of salary negotiation and final billing was also included in job profile.

My main career objective is to work in a dynamic organization wherein I can pay my best efforts in achieving organizational goal as well as individual goal with dedication & concentration for the betterment of the organization. I believe my experience and MBA modules and electives which I have studied so far will be useful in completing this research and vice versa.

2. Name of collaborating establishments:

Hindustan Coca-Cola Beverages Private Limited.

3. The programme of research

3.1. Title of the proposed business research project:

“The process of Recruitment and Selection of Coca-Cola Company in India.”

3.2. Aims of the investigation:

- 🌐 To find out the reasons because of which the employees leave job in Coca Cola Company.
- 🌐 Is the right work/task being performed by the deserving candidate in the stated organisation?
- 🌐 Reasons by which Coca-Cola draws the candidates' attention towards their recruitment and selection process and the ways to increase new recruits.

- 🌐 To know whether the employees of Coca Cola are satisfied with their job and the compensation package offered them.
- 🌐 Lastly, to gather all the relevant information in order to make an appropriate research analysis report and to ensure its advantageous completion.

3.3. Background to the study: (*Literature review*)

Being an important part of Human Resource Management, Recruitment and Selection process may not necessarily mean it will be effective in all kinds of organisation and will contribute in development of the organisation. As suggested by Hamman and Desai (1995, pp.: 90) their main role is to fill up all the vacancies by searching for suitable candidates. Either by getting references from the employees, advertising on job sites, consultancies, etc. It is a vital process through which employees are recruited and selected who then work for the betterment of the organisation. Therefore, hiring a suitable candidate for a specific role would help in the progress of the company. Recruitment and selection process is not only hiring a candidate but advertising and publicizing to the final round of interview process. This process also includes:-

- ✓ University appointment board.
- ✓ Internal promotion and internal introducers.
- ✓ Agencies for the unemployed
- ✓ Advertising
- ✓ Careers offices

There are few levels while taking the interview. There may be five levels for example first level to check the communication skill and experience, etc. it can be taken by the Human Resource Manager to the M.D. / C.E.O. of the Company for the final round of interview. Before recruiting it is necessary for the interviewer to have a job description so that he/she has an idea while selecting candidates whether they are suitable for that particular role or not. The company also needs to find out a valid reason whenever their employees quit from the job; it may be either because they get better salary package or growth or some other benefits. The recruitment team needs to pay vital attention on the reason behind the reason of leaving the job which can be high work pressure or else non-friendly environment in the organisation. It is always beneficial for the Human Resource team to know the need and aspirations of the employees they are hiring so

that it may lead to their promotion and if nothing more, then a friendly and understanding atmosphere in the organisation. In order to get best working staff, it is important for a company to have best recruiting strategy.

Recruitment and selection is also a cost effective process. It decreases the problems in employing wrong and incompetent candidates; therefore the recruitment and selection process saves the money of the firm. One can negotiate with the candidates appearing for interview and the most suitable and less demanding candidate is hired for the position. But the main thing which has to be kept in notice is that one should not compromise with the quality because of the quantity otherwise the recruitment process will not be effective and will not benefit the organisation in any way. Mainly big companies like Coca Cola do pay much attention to the income to be given to the employee rather look for talent and experience.

Hindustan Coca-Cola Beverages Pvt. Ltd. is a highly branded company and they have proven their identity as they got established in 1993. It became the top most soft drink and bottling brand and gained confidence among the consumers. It becomes a matter of prestige if someone gets employed in this organisation mainly in India. Many of the youngsters aspire to work in these kinds of highly reputed organisations. Having several outlets in India, Hindustan Coca Cola Beverages Pvt. Ltd. outreached every other soft drink producing company. After investing US\$1 billion in the first decade and then US\$100 million in 2003 this firm counts among the top international investor of India.

3.3.1. References:

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4. Proposed plan of work:

- i) Reading of academic literature for the research proposal and through experience. For e.g.: Books and websites. *Jan – April 2011, so that finalising the research topic would be easier.*
- ii) Finalisation of the research topic and looking for sample proposals and dissertations. *April – May, 2011.*
- iii) Search and selecting research question to make the base of the research proposal. *April – May, 2011 to start up with the proposal.*
- iv) Going through various literature sources books, Google scholar, journals, etc. *April – May, 2011 resulting in draft version of proposal.*
- v) Completion of research proposal. *May, 2011, which will result in getting approval and essential feedback from the Tutors and Supervisors so that I may move forward with the dissertation.*
- vi) Gathering all the material collected, having a session with the Tutors as to how to move ahead with the dissertation. *May – June, so that I can arrange interview with the Company HR Manager.*
- vii) Understanding what kind of questionnaire should be prepared and then going ahead with it. *June, 2011, which will give me enough data to write most of the parts of my dissertation.*
- viii) Show the draft to the Supervisor and get feedback. *June – July, 2011 this will be helpful in structuring the dissertation.*

- ix) More of research and evaluation of data and if possible do some survey. *July – August, 2011, getting more data for the completion of the project.*
- x) Check with the academic writing and references. *August – September, 2011 resulting in a comprehensive dissertation in order to meet with the expectations of Tutors and Supervisors.*

5. Methodology:

The procedure of the research includes research design, the method of data collection, sampling method and analysis. The research type will be exploring and descriptive. A combined approach will be used in this approach which will have both qualitative and quantitative data. The primary method to be used in this research project will be questionnaires filled by the company employees. As per my previous experience with the executive search firm I had been in touch with the Hindustan Coca Cola Beverages Pvt. Ltd. and managerial candidates were searched through our search firm for the company. Therefore, I will try my level best to get in touch with them and get the questionnaires filled regarding Recruitment and Selection process in their organization.

I would like to do survey as to know what all problems employees face while the recruitment process and what makes them leave and change their organization. This will help me in the recommendation part of my research project which can help in improving the recruitment and selection process of Coca Cola Company in India. Also models related to Human Resource Management will be used and data exploration will be done for advertising, job description, usage of several agencies and consultancies, online job portals, internal recruitment which is done within the organization, types of employment such as employment on contract, part-time, temporary, permanent or full-time, etc. Essential hypotheses and recommendations will be proposed.

Therefore, the different methods of data collection will be:-

- 🌐 Primary data – This will contain questionnaires which will contribute as a lot of qualitative data.
- 🌐 Secondary Data – This will include all the literature such as books, journals, online source, company website, etc. This data collection may consist of both qualitative and quantitative data.

After getting the feedback of this research proposal will give a clear direction whether any changes are to be made in my proposed plan or whether I can go ahead with it.